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# ADOPTED

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

19 January 15, 2013

*Sachi A. Hamai*  
SACHI A. HAMAI  
EXECUTIVE OFFICER



## BOARD OF SUPERVISORS

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January 08, 2013

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**AUTHORIZATION TO ACCEPT AND IMPLEMENT A FORTHCOMING GRANT FROM THE  
ROBERT WOOD JOHNSON FOUNDATION, EXECUTE A SOLE SOURCE AGREEMENT WITH  
THE RAND CORPORATION TO EVALUATE THE IMPACT OF A PILOT COMMUNITY  
RESILIENCE PROJECT EFFECTIVE DATE OF EXECUTION THROUGH DECEMBER 31, 2015,  
AND PURCHASE FOOD AND BEVERAGES FOR PUBLIC HEALTH EMERGENCY VOLUNTEER  
TRAININGS FUNDED BY THE CALIFORNIA DEPARTMENT OF PUBLIC HEALTH  
(ALL SUPERVISORIAL DISTRICTS)  
(3 VOTES)**

### **SUBJECT**

Provide authorization to accept and implement a forthcoming grant from the Robert Wood Johnson Foundation, execute a sole source agreement with the RAND Corporation to strengthen community resilience, and purchase food and beverages for emergency preparedness trainings for registered Medical Reserve Corps and Public Health Emergency Volunteers.

### **IT IS RECOMMENDED THAT THE BOARD:**

1. Delegate authority to the Director of the Department of Public Health (DPH), or his designee, to accept a forthcoming grant from the Robert Wood Johnson Foundation (RWJF) for the anticipated term of January 1, 2013 through December 31, 2015, at an estimated amount of \$350,000, to fund the evaluation of DPH's multi-year pilot project addressing community resilience gaps in Los Angeles County, subject to review and approval by County Counsel, and notification to your Board and the Chief Executive Office (CEO).
2. Delegate authority to the Director of DPH, or his designee, to accept future awards and/or amendments that are consistent with the RWJF grant in amounts to be determined by RWJF that

extend the term through December 31, 2018; reflect non-material and/or ministerial revisions to the award's terms and conditions; allow for the rollover of unspent funds and/or redirection of funds; adjust the term of the award through June 30, 2019; and/or provide an increase or decrease in funding up to 30 percent above or below each term's base amount, subject to review and approval by County Counsel, and notification to your Board and the CEO.

3. Delegate authority to the Director of DPH, or his designee, to enter into a sole source agreement with the RAND Corporation (RAND), effective upon execution, but not sooner than your Board's approval of the RWJF funds, through December 31, 2015, to conduct community resilience evaluations, with a maximum obligation estimated not to exceed \$210,447, 100 percent funded by the forthcoming RWJF grant, subject to review and approval by County Counsel, review and approval of any modifications or amendments to standard County insurance and indemnification provisions by CEO Risk Management (RM) Operations, and notification to your Board and the CEO.

4. Delegate authority to the Director of DPH, or his designee, to execute amendments to the RAND agreement that adjust the term of the agreement through June 30, 2016, and/or provide an increase or decrease in funding up to 10 percent above or below each term's annual base maximum obligation, effective upon amendment execution or at the beginning of the applicable agreement term, and make corresponding service adjustments, as necessary, subject to review and approval by County Counsel, and notification to your Board and the CEO.

5. Delegate authority to the Director of DPH, or his designee, to execute amendments to the RAND agreement that revise or incorporate provisions consistent with all applicable State and/or federal laws and regulations, County Ordinances, and Board policy, subject to review and approval by County Counsel.

6. Delegate authority to the Director of DPH, or his designee, to execute change notices to the RAND agreement that authorize modifications to or within budget categories within the budget, up to an adjustment between all budget categories equal to 10 percent of each term's annual base maximum obligation, and corresponding service adjustments, as necessary; changes to hours of operation and/or service locations; and/or corrections of errors in the agreement's terms and conditions.

7. Delegate authority to the Director of DPH, or his designee, to purchase food and beverages in an amount not to exceed \$18,125 or \$25 per volunteer per training, for an anticipated total of 725 volunteers attending six monthly trainings, 100 percent offset by fiscal year (FY) 2012-13 California Department of Public Health (CDPH) General Pandemic Influenza Funds, Agreement No. EPO 12-59.

8. Delegate authority to the Director of DPH, or his designee, to purchase food and beverages in an amount not to exceed \$45,000 or \$25 per volunteer per training per FY for FYs 2013-14 through 2016-17, for an anticipated total of 1,800 volunteers attending 12 trainings annually, 100 percent offset by CDPH General Pandemic Influenza funding, subject to the availability of funding.

#### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

Approval of Recommendation 1 will allow DPH to accept funds from the RWJF to support the evaluation of the Los Angeles County Community Disaster Resilience (LACCCR) pilot project and its efforts to build community resilience to disasters and strengthen community capacity to respond to

and recover from a range of emergencies. The objectives of the evaluation include: 1) documentation of how communities can integrate resilience-building activities into their preparedness activities; 2) determination of the extent to which neighborhoods that receive a resilience-based intervention can improve their engagement, partnership, and resilience-based attitudes in emergency planning; 3) exploration of how resilience based principles of community partnership and neighbor-to-neighbor reliance are integrated into routine public health and other organizational practices; 4) assessment of changes in household-level community resilience attitudes and behavior through a community wide survey; and 5) measurement of organizational changes required within DPH to align broader departmental activities with a community resilience framework.

Approval of Recommendation 2 will allow DPH to accept future awards and/or amendments that are consistent with the requirements of the RWJF grant to extend and/or adjust the term of the award; reflect non-material revisions to terms and conditions; rollover unspent funds and/or redirect funds; and/or provide an increase or decrease in funding up to 30 percent above or below each grant term's annual base amount. This recommended action will enable DPH to accept awards and/or amendments that adjust the project period up to six months beyond the original term, in those instances where there has been an unanticipated extension of the term to allow additional time to complete services and utilize grant funding. This authority is being requested to enhance DPH's efforts to expeditiously maximize grant revenue, consistent with Board Policy 4.070: Full Utilization of Grant Funds.

Approval of Recommendation 3 will allow DPH to enter into a sole source agreement with RAND, effective upon execution through December 31, 2015, with an estimated maximum obligation not to exceed \$210,447, to participate in the evaluation of the LACCDR project. To conduct an evaluation, RAND will establish metrics to measure community awareness and engagement in community resilience related to disaster preparedness or national health security, the presence and connections of organizations focused on community resilience, and the effectiveness of messages about community resilience and preparedness for at-risk individuals. Utilizing these metrics, RAND will: 1) measure the overall impact of the LACCDR pilot project; 2) evaluate the effectiveness and impact of partnerships with other external collaborators; 3) conduct surveys to measure baseline community preparedness levels and progress over the course of the project; and 4) determine if there is a general increase in the level of awareness and engagement of the broader community in community resilience roles and responsibilities and emergency preparedness.

Approval of Recommendation 4 will enable DPH to execute amendments to the agreement to extend and/or adjust the term of the RAND agreement; rollover unspent funds; and/or increase or decrease funding up to 10 percent above or below the annual base maximum obligation, effective upon amendment execution or at the beginning of the applicable Agreement term, and make corresponding service adjustments, as necessary. This recommended action will enable DPH to amend Contracts to adjust the term for a period of up to six months beyond the expiration date. Such amendments will only be executed if and when there is an unanticipated extension of the term of the applicable grant funding to allow additional time to complete services and utilize grant funding. This authority is being requested to enhance DPH's efforts to expeditiously maximize grant revenue, consistent with Board Policy 4.070: Full Utilization of Grant Funds.

Approval of Recommendation 5 will allow DPH to execute amendments to the RAND agreement to incorporate provisions consistent with all applicable State and/or federal laws and regulations, County Ordinances, and Board policy.

Approval of Recommendation 6 will allow DPH to execute change notices to the RAND agreement

that authorize modifications to or within budget categories within the budget, up to an adjustment between all budget categories equal to 10 percent of each term's annual base maximum obligation, and corresponding service adjustments, as necessary; changes to hours of operation and/or service locations; and/or corrections of errors in the Contract's terms and conditions.

Approval of Recommendation 7 will allow DPH to purchase food and beverages to be served during monthly public health emergency preparedness trainings for community volunteers registered with the Medical Reserve Corps and Public Health Emergency Volunteer Network. The trainings enhance volunteers' knowledge, skills, and capabilities and meet training requirements set forth by the Office of the Surgeon General, Division of Civilian Volunteers Medical Reserve Corps. Upcoming trainings include Public Health Emergency Volunteer Role, Responsibility, and Resources; Basic and Advanced Level Incident Command System and the Integration of Volunteers in Emergency Response; Basic Level Emergency Management Systems and Psychological First Aid; DPH Emergency Volunteer Policies, Procedures, and Points of Dispensing (POD); Public Health Emergencies: Cultural Awareness, Emergency Management System, and Volunteer Roles; and Volunteer Deployment to PODs: Responding to Pandemic Influenza. In an effort to most effectively utilize limited time with the volunteers, all trainings are held from 8:00 AM to 4:00 PM and include a light breakfast and lunch.

Approval of Recommendation 8 will allow DPH to purchase food and beverages, utilizing the same guidelines described above, for additional public health emergency preparedness trainings to be conducted in future FYs.

### **Implementation of Strategic Plan Goals**

The recommended actions support Goal 3, Integrated Services Delivery, of the County's Strategic Plan.

### **FISCAL IMPACT/FINANCING**

#### **RWJF**

DPH will accept forthcoming RWJF funding for the anticipated term of January 1, 2013 through December 31, 2015 in the estimated amount of \$350,000 consisting of an estimated \$113,934 for 2013, \$116,630 for 2014, and \$119,436 for 2015. These funds will support personnel, mileage, contractual, and indirect costs.

#### **RAND**

DPH will execute an agreement with RAND, effective upon execution, but not sooner than your Board's acceptance of the RWJF funds, through December 31, 2015, with a maximum obligation estimated not to exceed \$210,447, 100 percent funded by the forthcoming RWJF grant.

#### **Food and Beverages**

DPH will purchase food and beverages for monthly public health emergency preparedness trainings in an amount not to exceed \$18,125 for FY 2012-13 and \$45,000 annually for FYs 2013-14 through 2016-17, 100 percent offset by CDPH General Pandemic Influenza Funds.

There is no net County cost associated with these actions. Funding is included in DPH's FY 2012-13

Budget and will be included in future FYs, as necessary.

## **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

### Background

The recommendation to enter into a sole source contract with RAND supports a larger project focusing on community resiliency, the Los Angeles County Community Disaster Resilience (LACCDR). The project is funded by cooperative agreement DPH received from the Centers for Disease Control and Prevention (CDC) and reflects one of the requirements of 15 specific preparedness and response capability areas, the Community Preparedness Capability. Set to be implemented over the next three years, the purpose of the LACCDR is to develop innovative, neighborhood-level collaborations between government, community and faith-based organizations, local businesses, and residents with the purpose of increasing the capacity of County residents to respond to disasters. As required by the CDC, the LACCDR project has both programmatic and evaluative components. Since work in the field of community resiliency is relatively new, this project will test two approaches--a resilience approach and a more traditional preparedness approach--to bolster community resilience. Each approach includes beneficial and important information and skill-building activities for community residents.

In order to carry out this project, DPH has identified a few expert agencies to provide highly technical work on community resilience for the LACCDR project. As mentioned previously, the community resilience field is relatively new; therefore, the work of these agencies' in this field is unique and highly specialized. Under this project, they are identified to provide the following services: survey research, survey design, metric development, development and implementation of curricula, and other technical areas related to resiliency. Each identified agency has been key in developing the project and therefore will be critical to the success of the project.

### RWJF

On October 1, 2012, DPH submitted an application to the RWJF for funding to evaluate the LACCDR project. Through the evaluation of this project, DPH is seeking effective approaches to strengthen ties with community-based organizations and bolster community resilience as an organizing framework for engaging communities in health promotion activities.

### RAND

RAND is uniquely qualified to partner with DPH on this project due to its current work with the federal government establishing definitions and suggested methodologies for local agencies to develop and improve community resilience. RAND will establish metrics to measure community awareness and engagement in community resilience. RAND is leading efforts nationally to define community resilience and identify activities critical to its enhancement.

### Food and Beverages

On June 6, 2012, your Board authorized DPH to accept funding from CDPH for pandemic influenza preparedness for annual terms beginning July 1, 2012 through June 30, 2017. On August 24, 2012, your Board was notified that the Director of DPH accepted and executed Standard Agreement Number EPO 12-59 from CDPH for FY 2012-13 to support pandemic influenza preparedness activities including the provision of training for public health emergency volunteers. A total of 1,388

medical providers, mental health providers, and other skilled volunteers are currently registered with the Medical Reserve Corps to assist during a public health emergency and engage the community in preparing for emergencies. Sixteen partnering community volunteer groups, with close to 1,400 volunteers, are registered with the Public Health Emergency Volunteer Network. Trainings will be held on a monthly basis. A light breakfast and lunch will be provided to the community volunteers registered with the Medical Reserve Corps.

Attachment A is the Sole Source Checklist approved by the CEO.

## **CONTRACTING PROCESS**

### **RAND**

DPH is requesting authorization to execute a sole source agreement with RAND to evaluate and address community resilience gaps within Los Angeles County. RAND is uniquely qualified to partner with DPH on this project due to its current work with the federal government establishing definitions and suggested methodologies for local agencies to develop and improve community resilience as emphasized in the National Health Security Strategy framework released by the U.S. Health and Human Services in December of 2009 and the draft Biennial Implementation Plan. RAND is leading efforts nationally to define community resilience and identify activities critical to its enhancement. Due to RAND's efforts, RWJF solicited this grant application based on DPH's and RAND's previous collaboration on developing unique methods to implement and evaluate metrics consistent with the Centers for Disease Control and Prevention recommendations. RAND's proprietary evaluation methodology will be utilized in the continued implementation of this largely federally funded project. No other evaluation partner could fulfill the specific requirements of the RWJF grant.

RAND has a specialized capacity to develop evaluation metrics and conduct third-party evaluation in an effort to assess measurable impacts and community level preparedness improvement resulting from the community resilience pilot project to assist with implementing an ongoing program here in Los Angeles County.

## **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

Approval of the recommended actions will allow DPH to strengthen community resilience and emergency volunteer readiness within Los Angeles County.

The Honorable Board of Supervisors

1/8/2013

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Respectfully submitted,

A handwritten signature in blue ink that reads "Jonathan E. Fielding". The signature is written in a cursive, flowing style.

JONATHAN E. FIELDING, M.D., M.P.H.

Director and Health Officer


CAH:os

#2478

Enclosures

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

**SOLE SOURCE CHECKLIST  
RAND CORPORATION**

Check (✓)	<p style="text-align: center;"><b>JUSTIFICATION FOR SOLE SOURCE PROCUREMENT OF SERVICES</b></p> <p><i>Identify applicable justification and provide documentation for each checked item.</i></p>
	➤ Only one bona fide source for the service exists; performance and price competition are not available.
	➤ Quick action is required (emergency situation)
	➤ Proposals have been solicited but no satisfactory proposals were received.
	➤ Additional services are needed to complete an ongoing task and it would be prohibitively costly in time and money to seek a new service provider.
	➤ Maintenance service agreements exist on equipment which must be serviced by the authorized manufacturer's service representatives.
	➤ It is most cost-effective to obtain services by exercising an option under an existing contract.
	➤ It is the best interest of the County (e.g., administrative cost savings, too long a learning curve for a new service provider, etc.).
✓	<p>Other reason. Please explain: RAND is uniquely qualified to partner with DPH on this project due to its current work with the federal government establishing definitions and suggested methodologies for local agencies to develop and improve community resilience as emphasized in the National Health Security Strategy framework released by the U.S. Health and Human Services in December of 2009 and the draft Biennial Implementation Plan. RAND is leading efforts nationally to define community resilience and identify activities critical to its enhancement. Due to RAND's efforts, the Robert Wood Johnson Foundation (RWJF) solicited this grant application based on DPH's and RAND's previous collaboration on developing unique methods to implement and evaluate metrics consistent with the Centers for Disease Control and Prevention recommendations. RAND's proprietary evaluation methodology will be utilized in the continued implementation of this largely federally funded project. No other evaluation partner could fulfill the specific requirements of the RWJF grant.</p>
	<div style="display: flex; justify-content: space-between;"> <div data-bbox="402 1690 938 1837">             Sheila Shima            Deputy Chief Executive Officer, CEO         </div> <div data-bbox="1063 1690 1372 1795"> <div style="text-align: right;">12/19/12</div>           Date         </div> </div>